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Transcript of interview with Dale R. Andrus

Conducted by Cecil Roberts and Jim Muhn

December 20, 1994

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INTERVIEW WITH DALE ANDRUS

This is an oral history interview with Dale Andrus, former BLM employee, conducted by Cecil Roberts, a retired BLM employee, with Jim Muhn, Land Law Historian for the Bureau of Land Management in attendance. It's, the interview takes place in Denver, Colorado, at the BLM Service Center. It's December 20th, 1994. The second half of the interview was recorded on January 30, 1995.

CECIL: DALE, tell us a little bit about where you grew up, what kind of an area it was, and where you went to high school and so forth, sort of to introduce yourself.

DALE: Well, I'm from Idaho. I grew up in Idaho Falls, went to high school in Idaho Falls. And from there on, I went to the University of Idaho after I served the hitch in the Army in Korea, getting a degree in range management and forestry. Actually the degree was issued in bachelor of science, I guess, in forestry.

CECIL: Did you work summers in natural resource area?

DALE: Well, yeah, in fact, while I was going to high school I was tired of herding cows for my dad, really, living on a ranch and my job being the youngest son was riding a horse and checking fence and keeping the steers out, the bulls out, so on and so forth. And the time I was 15, I had gotten tired of that and I always had kind of a wanderlust foot, so I ran away from home and went to Pierce, Idaho, and _____ a job that I heard about in **Blisteruff**. I got there and they didn't have a job in **Blisteruff** so I started out and went to the regional forester and I'll never forget the guy because he was one of the nicest people I've ever run into but he could see my dilemma. Didn't have any money. He gave me money to go down to the store, actually a saloon there in Pierce, and I got a hamburger that night. And he said to come back here in the morning and if the district ranger from **Locksaw** doesn't pick you up, I'll find a job here in the warehouse for you.

CECIL: Now this was before your army.

DALE: Yeah, this was when I was a sophomore in high school.

CECIL: Okay.

DALE: And, so the next morning the District Ranger came in from **Locksaw**, which is a wilderness district. It was about 30 miles back in the boonies in northern, well, up north central Idaho. And we sat down and chatted and he decided that even at my age I could probably cut the job and so World War II was starting, so I went to work for the Forest Service that summer as a fire aide and then a lookout observer and weather station manager before I left that season. The next season, this would have been my junior year, I went back again and worked in the Forest Service as an alternate ranger. And I remember having a couple of school teachers working under me and a big old buck Indian, and like all but I had some feeling. Here I was just a 16 or 17 year old kid giving all these guys orders and telling them what to do and what not to do. And then I went back again my senior year and at that point, Uncle Sam. Worked all that summer too as an alternate ranger. And then Uncle Sam got involved and I went to Korea and was there for a couple of years. But, then coming home, I wanted to go school. My dad tried to talk me out of going to school because I started selling pop machines and soda water receptor for liquid carbonic out of Los Angeles as I was waiting for school to start. After I got back from the service and I did exceptionally well. He was only making \$425 a month and I started out on 100% commission. My first check was \$1,600. By the time the 5 months was up, I was making over \$2,000 a month in 1949, '50, that was quite a lot of money, you know. And so I thought about it but on the other hand I did go back. I went to school at the University later. It had always been a thing I wanted to do. I guess I'm the first one of our family that ever graduated from the University of any type. I set precedence, I guess, for other kids within the family through the fall.

CECIL: And you graduated in what year?

DALE: 1953.

CECIL: Did you go directly to work for BLM after your graduation?

DALE: Yeah, I had, of course like all undergrads getting out of school, had all kinds of interviews from different agencies and I know that Forest Service came in and a bunch of others and we chatted and it just so happened I knew Lee **Nado** because he was the district manager in the Idaho Falls District while I was growing up. My dad knew him. I, you know, he probably remembered me the shirt-tail kid. Anyway, he put quite a bit of pressure on me to go to work for BLM and I wound up going to work in Prineville, Oregon, out of school. And, I guess, that was Region 1 at that time and I enjoyed it very much. When I indicated in our earlier discussion, I reported for work there in the District Office in Prineville. I know it's really large now compared to then. We only had a District Manager. He was a rancher and the reason I mention it, I kind of want to build on that maybe a little bit in the future. We had a clerk, district clerk, and Carl **McKrillis** was the Assistant District Manager and he'd only been out of school in '52, I think, and reported to Prineville. And they had a forest account foreman, cat skinner, Joe **Irbanick**. I went in as the S&M man.

CECIL: That's soil and moisture, right?

DALE: Right, that was soil and moisture, Jim. It was kind of interesting. The projects at the point that I went in were just helter skelter and all over the place. And, of course, I've always been, tried to organize things, I guess. But I was doing some range survey at that time on a couple of allotments that their regional office thought was important. Jim Anderson, by the way, who became State Director in New Mexico and later on had quite a career. Ches **Celey**, where the range officers out of regional at that time and we hit off quite well. But I remember taking on a Dorothy **Hackleman** in Grazing. It was the first time Prineville ever had any cuts. And they had all the facts and figures before me and recommended a 52 or 53 percent cut, better than half at the time. And, at the hearing in the county courthouse there in Prineville, the roof almost blew off at the time. I became known as the college boy in Prineville. That was my nickname, the college boy. We won the case but it was

settled out of the court. The hearing officer turned it back over to the regional office and they said that they could work it out. The District Manager and Ches **Celey** and company negotiated a 25 percent cut to start. And so that's where we started. But it had been really the first cut in Prineville.

CECIL: Who was the District Manager at that time?

DALE: Hugh Thyre. Yeah, he was a rancher, been appointed, as had a lot of people back there at that time. He had a very good personality, and I learned a lot from him as an individual. Hugh settled most all our disagreements without any major difficulty. The Assistant District Manager liked doing project work, so he, we kind of changed rule at that point even though I had only been there 3 or 4 months. And he put a water hole on the side of a hill. I went out and looked at it, in fact. I told him it would never catch water. And, it was up on the hillside and you could see that even though he was running the _____. He says no you're wrong. Well, he went ahead and put the water hole in and the end result is we didn't catch any water. But, Hugh, for some reason, took a like to me and we discussed different projects. And I organized all those projects about that point. He said he would like me to take on what Carl was doing. Well, hell, he was the Assistant District Manager and a very good friend. I thought this was going be unbearable. Well, it just so happened, Carl liked the role. He liked going out and chasing corners and designing projects and so on and so forth. And I went out and approved them. And did all the other leg work and made recommendations on cuts and grazing and timber sales and that kind of thing. But Hugh resolved these problems, did it with a bottle of Jim Beam primarily which always intrigued me because he was a very good negotiator. And I went with him on some situations I thought we were going to get shot and before we came out of there, we all had a box or lunch, somebody would bring out a lunch and serve it to us and everybody would have a couple shots of Jim Beam and they'd sign an agreement and we were in business. Built a lot of fences and settled a lot allotments that way. In fact, Prineville, I think, was one of the first districts because he believed in separate pastures, you know, managing your own store. We started a program that almost isolated everybody, every rancher had an individual allotment and pasture and we thought at that time that was the way to go. Later, it proved

that it probably wasn't the way to go because some of those pastures were too small, you know, to accommodate some of the ranchers. But, there's where a gentlemen came in, you know he was a rancher and he had certain beliefs. He didn't have any idea about government regulations. I remember meeting the first day I walked the office, introduced myself and so forth. He gave me a manual and said to read this and a couple of memos about S&M. And, so I did, sitting at my desk in the jail house and came out later that day and asked him if there was anything else I should do. He said well, I think you ought to become familiar with the District and he threw me his keys to a 1940 Chevy panel pickup or panel truck which we had at that time and that was the car. From then on out, pretty much ran on your own.

CECIL: That was your employee orientation?

DALE: That was it all right, 100 percent. Yeah. It was kind of interesting too because later on I found out we were short on wire, short on a lot of wares in the warehouse. Maybe this was right or wrong. I thought it was right but being in charge of the program, I finally over time caught that all up to where everybody was square.

CECIL: So, your principal job in Prineville, although you started out with the soil and moisture program, was in range management?

DALE: Yeah, primarily. It started that way and then I got involved in timber sales because they were setting up the Forest Office over in Bend at that point. It hadn't been fully established. So, we just managed everything basically. It's kind of interesting. That's where I got, first got involved in lands and I always like that. A land examiner come out of Portland. He really didn't know what was going on out in the District but he come out and he walked across lands. They've got graphs on it and approved for homestead, you know, or maybe a shack in the corner and that was it. And I often questioned the criteria for approval in land _____ but. Yeah, that's where it began, it all began and I enjoyed it very much.

CECIL: How long did you work in the Prineville District?

DALE: Oh, I was only there about a little over a year, a year and a half. And, the District Manager was a GS-9.

_____ Carl was a 7, I was a 7 because we were promised 7's. Started at 5's and were promised 7's within 6 months if everything was A-okay, so. But here, we were compacted immediately. Hell, I only had been working for less than a year and I was a GS-7 already. And you wonder where you're going career-wise. And I've been watching all the ads and raising enough ruckus, I guess, in Portland that I decided to make a change when I saw a job opening in Mojave Desert in California. In fact, I put in for a job in Vale first. That was the Assistant Director Manager's job and that was filled by a political appointee because of, I think it was Monte Jordan or **Knopp**. I can't remember the guy's name that was there as District Manager, but he really had a reputation for himself. I tell you one thing I that always intrigued me in my career. Not knowing, and I think probably good for people to move out on their own motivation or hunches but here we were using the TDA team and a D7 cat, the TDA tee in the engine was just shot and couldn't pull anything. The D7 cat had cracked tracts and was down all the time. Well, the District Manager and Carl went to a management meeting in Portland. It was in December as I recall. They were working on the budget too, you know. Anyway, the letter came in and it said we had to have a inventory of all your goods and how you're spending your money and so on and so forth. So, I made out the equipment inventory and signed it as Acting District Manager. And I still got a copy of that. I put down P.S. this goddamn cat should have been retired from government service 10 years ago. And, kind of let it go. Hugh got home from Portland and started jumping my frame and about that time, this was a Monday morning, the following Monday, Ches **Healy** called me from Portland and said, DALE, how bad is that cat? And I said both of them, we got two of them that are junkers. They're down 90 percent of the time. Can't accomplish anything. He said, we've got \$18,000 we're getting ready to send back to Washington. He says you tell me by tomorrow what you need and I'll get it for you. So I, Hugh calmed down then. And I jumped in the car and went over to Bend and I ordered out a D8 cat with belly armor and a buddy took off the tanks and I ordered it with just one tank so we put on more diesel. And put on rippers. It was probably one of the best cats in the BLM.

In fact, I think it was the first D8 cat in the Districts, like that. But about mid-summer, here come my cat in. That was a big thing in Prineville. All the town came down to watch us unload that baby. But, I'll never forget that. That's the way to get things done cause if I hadn't said anything, we'd probably sitting there. The end result is we moved our project completion rate. We went from about 5 or 6 over say 4 or 5 months. Within the next 6 months, I put in almost 80. And I lined them up. You know, we had water holes lined up for whatever soil moisture projects that Carl **lapped?** out. We just start over here and wouldn't pay any attention to who the hell owned the property but looking at it from a resource management standpoint, it started developing. And we put in 80 projects that one summer after that. And got rid of the other cats, of course.

CECIL: What was the program in the Mojave Desert? First, where was the office and what was the program when you were there.

DALE: Well, it was in. The job came through in memo form from the Regional Office. The were look for applicants to file for land examiners and I didn't have the slightest idea what a land examiner was. But, the position, a GS-9, and it was. The office was located in downtown Los Angeles, was 215 West 7th in the Bartlett Building and we did field examination work, primarily on small tracts was the whole thrust. I put in for the job and probably got it because nobody else did. I may have been a little bit naive because I didn't really know where the Mojave Desert was. I had never been in that part of the country. I never gave it much thought about the hot summers and what have you. I put in for the job. I was selected for the job and I went through, Sacramento was the Regional Office there, State Office, rather State Supervisor and I stopped there for training supposedly. I got in Sacramento, I guess, on Saturday late. I had my wife with me and we, the first time really we watched TV. Okay? We spent a whole afternoon in bed watching TV which was unbelievable. And Sunday we walked around Sacramento. And Monday morning, I went into the office and my training was issuance of. I got a briefcase, set of key, and they wanted me to drive a jeep to Los Angeles. And they said that Mr. **Sporle** or Dick **Sporle** would train me in LA on what I had to do.

CECIL: He was the District Manager or what was his?

DALE: Spor leader. He was in charge of the southern field group. That's what they called it. It was actually to kind of a pilot or satellite office, State Office, at that point.

CECIL: It was not part of a District Office?

DALE: No. It was just a satellite office there. And there was two minerals types there. Harry **Muwoff** who was a field examiner and Dick **Sporle** who was Chief in charge and then I went down. So, there was only about 4 of us, 5 in that office plus two clerks, as I recall, because we had a lot of reports we were writing. But I know we got. So, we went to Los Angeles and kind of hectic because Ann didn't want to drive the car by herself. She had never been on a freeway system. And all of a sudden, I was driving a jeep and she was following me in our car. And we pulled into Burbank. I know I called her uncle who is in Long Beach and he said, wait and I'll come and get you. And I said, no, we're going to leave this government car here and if it's stolen, I don't give a damn and I'll drive down to see you in Long Beach. And that's what we did. And then on Monday morning, he took me up to Burbank and I picked the car up, the jeep up and took it in to Los Angeles. And at that time, the office was in the Federal Building. And then we moved to 215 West 7th.

CECIL: And what was the date of this again, when you reported for.

DALE: About October 1954. Anyway, that morning, Mr. **Sporle** called me in the office and said that here's your cases. And gave me a stack of small tract cases, about 30 or 40 of them. And at that point, they didn't really care about family values. Like right now, one of the young people think well, we got to have a job for our family is constantly. Well, I got those cases and was issued another briefcase that was about one of the big accordion types that could hold about 30 or 40 cases. And we headed for the upper desert. I just called Ann and told her

I was going out of town. Of course, she was with her aunt so I didn't really worry about her. And, so we went up to Palmdale and which was just getting started then. Victorville, Barstow, some of those areas. What we were looking at was small tracts because that's where the Small Tract Act was conceived and that where it was initially implemented and probably that's where the biggest number were.

CECIL: Was there a big case backlog then?

DALE: Oh, yeah.

CECIL: In both numbers and time or just numbers or?

DALE: Well, yeah, there was supposedly in numbers and time. The reason I say that is because the Bureau then had a system where everything had to be done in priority and in all cases, they're numbered, you know, serialized as they came into the office. And time stamped. That's as they came into the land office and then, of course, they were transferred to field office and then we were assigned the cases. And as we took cases on, we headed for the desert but because of the priority system they had designed, Southern California District or Area at that time covered everything just a little north of Bakersfield, south to the Mexican border and then clear to Las Vegas on the other side. So, we covered not on the Mojave but we covered all the coast too. San Diego county and what have you. The priority system, what I found out. I had my car then. They took my jeep away from me. The manager took that on cause it had four-wheel drive. And I wound up in a 47 ford, 2-door sedan with no tools or anything in it. Anyway, we went out in the desert and drove around. He showed me where the tracts were and how to read the maps and so on and so forth that he thought was important. And also one of the keys was I want you to follow this by serial number so one minutes I would be on a case that had been filed and time stamped and maybe right up next to the Las Vegas line, I mean the Nevada line out of Las Vegas. The next minutes I might be at a desk in **Dedo**, California, looking at a 40-acre tract for sale or small tracts. And from there, you might wind up over in Palm Springs. And at that time, Palm Springs and Palmdale were really hot from a small

tract standpoint. The end result is you spent most of your time on the road driving. And I thought this is kind of silly, so what I did is I. They signed me blocks of cases. Sometimes, well, the other thing you had to do too. You got a block of cases when you left the office. They knew I was going to be in Victorville and I was told you couldn't come home til you finished all your cases and check the post office and if there's more there, you finish those. And one time I was in the field for almost four weeks straight. And then I finally decided I was going to beat the post office system, you know. So what I did was I designed a system. As these cases came in, I sorted them by township and range. And in a while I found out that, you know, in some cases, I might have 100 cases in one damn township. And I broke them down and cut traveling out and I started producing 40 and 50 cases a day under the criteria they had. And writing up reports at night with a portable typewriter and getting those ready. And in some cases, I'd bundle them up and send them back. But I know that by doing that, I was an outcast in the office for a while because when I got back everybody wanted to know how come I was generating so many cases and they were only. And I'd get all my cases done, too, and they could put them in priority order.

CECIL: What kind of criteria did you use for approval or rejection of a.

DALE: _____? Well, yeah, but the reason was I was putting out about 40 cases a day and everybody else was doing two or four. Okay, and so here I go back and maybe I'd have finished 200 or 300 cases and they'd finish maybe 10 or 15 so things changed. We had an investigation and because it was a Washington Office employee out there at the time and he just so happened to be the Associate Director of BLM. Criteria wasn't really, in my mind, and in the lease and in the Act, it said it had to be a habitable house. And what they had been approving that a habitable house was 8 x 10 with one window, one door. And some of them I examined, the outhouse. And then they had to have sanitation facilities. Sanitation facilities were three 1 x 12's and they hold together with a little board across the bottom so in essence if you have a fairly obese person, he wouldn't have a place to sit down. He'd have to go behind the house probably. But, they were approving that kind of thing. I went to San Bernadino on my own cause because I was in San

Bernadino and Riverside county and asked them what was a habitable house because my training with **Sporle** was about a half a day, you know, he thought he was going to train me. And he showed me cases and how to read corners and I already knew that. And how he wanted these reports prepared and he just left me sitting out there in the middle of the desert about the first day I was out. After about a half a day riding around. So, then they got going. They started a system of getting these cases out. And then I went to San Bernadino and Riverside County and found out what they wanted or _____ should have cause we were just putting out a bunch of cardboard boxes or shacks out in the middle of that damn desert on a five acre tract. And we agreed that a 10 x 12 was probably big enough with one door, two windows, and a sanitation facility would be adequate for the county cause that would give them enough room for bed and what have you plus a kitchen and cooking area. So that was set up then as the standard for southern California. Of course, we had to get that approved going through Portland, and Portland came down and looked at it and it finally went to Washington and then Washington approved it after we were running for, I don't know, quite a while under it. But we got. That was a standard at that point. The Small Tract Act, I think, a lot of people didn't understand why that was implemented or why they even passed the law. They probably looked upon small tracts as a nuisance factor. Paul Whitmer who is the Land Office Manager and, of course, they were political appointees back in 1936. He was appointed in 1936 and was a good friend of Senator Shepherd of southern California who had an appropriations committee as I remember. But anyway, they started talking about this. And Paul was concerned. It was interesting in my mind. He was concerned about the living quality in Los Angeles at that time. Now this is in the 40's. And that's when everybody decided geez, this is a good place. All sailors that came in from all over the country went to San Diego and what have you. Didn't go home. They settled in San Diego and LA and Orange County. But Paul thought because of that mass movement that the environment was declining and people were becoming kind of hostile. And they should have a place to go so they wrote up the Small Tract Act and it was passed in 1938. The intent behind it was, I guess, very humanistic, you know, than environmental concern. Primarily oriented it to human persons. One of the other problems with the Small Tract Act that I recall is Los Angeles, I mean the Washington Office, excuse me, Washington Office did the appraisal out of Washington. And everything within 3 miles, the road was \$20 an

acre and everything with BLM was \$10 an acre. So, you could line up with highway frontage. Some people did like in Apple Valley and Palm Springs, etc. You could wind up there with 5 acres for 100 bucks. And some other guy would be out in the middle of the boonies clear maybe on the other side of the San Bernadino County and the creosol bush and he'd still pay the same because it was on a major highway. That was another thing. We finally wrote up a report for the **Sporle**. He was kind of one of those guys didn't want to rock the boat. So, I took it on and we wrote a report and forwarded it to Supervisor Best, I think was his name, State Supervisor. That went to Portland and came back down again. That's when we got everything lined up. And, in fact, that's when Cal **Bowen** was sent out to help me. And we started the auctions in southern California. And those tracts we were selling for \$100, we started selling for several thousand dollars at auction. And then we had people come from all over the country. That's how we really got Palm Springs, Victorville, and they got all that expansion space out there. I remember a 40-acre tract was in Palm Springs across four corners was sold for \$4,000.

CECIL: So, you went from sort of a flat rate appraisal system to a competitive bidding system for disposal of the land.

DALE: Yes.

JIM: I guess I've just got some questions. The Small Tract Act had a lease provision in it and then also the sale provision.

DALE: Sale, yeah.

JIM: You didn't have too many leases or?

DALE: Nah, everybody went for sales. We didn't want to mess with the leases. The leases were set up and supposedly had, you know, a lot of paper processing, Jim. And ultimately we got away from that, the leases. You go into a lease and then as they would terminate, why you'd go ahead and you'd sell that

tract. Yeah.

JIM: Before you went to the auction system, did you have more than one person trying to get a particular tract and then was it first come, first served?

DALE: Yeah. First come, first served. And we appraised those and we started an appraisal in southern California on the small tracts about the same time as when the desert land entries system, all the fraud took place in southern California. And in Arizona. And, because of that then, they moved with the appraisal system. That all started from that fiasco and primarily in Arizona and California. But more Arizona cause we were actually appraising small tracts, 5-acres tracts, for a lot less than they were selling a big box of land in Arizona.

CECIL: Were you personally involved in the DLE, the desert land entry?

DALE: Yeah, in California.

CECIL: situation there in California?

DALE: Yeah.

CECIL: In what way, Dale?

DALE: Well, field examiner in one situation out in _____ Valley. That was another thing. You automatically approved everything on desert land. You know, homesteads had to have a little house. Well, have a little house in California was nothing. Any place but BLM, really. It's like those small tracts. You had a stove and a bed inside, you're in business. But, anyhow, you had to what occupy for 9 months, something like that. I think it was 9 months, maybe some others were longer. Maybe a veteran didn't even have to occupy a homestead, did he? I can't recall right now. I'd have to go back and check on it. But anyway then, desert lands took off in California and Arizona along the Colorado River. And I know I got involved because by

that time I had recommended we split the southern California area into so called districts. So I took the Mojave Desert cause Harry **Mewall** was allergic to the creosic bush, so he worked San Diego and the coast where all the girls were. And I got the tortoises but we had a number of land speculators come out of New York, primarily. In fact, they were buying up office building in Los Angeles at that point. And the building space we were occupying was about, I think it was the **Gleeckman** Brothers and they bought up 17 or 18 buildings in LA in a period of 6 months. And they started that when the real estate outside of that and desert, and got involved in the desert land. But anyway, I got involved I had a hundred and I don't fifty some applications in the **Shimhoe** Valley which is over on the Colorado River and that was in my area. And I went over there and examined those and concluded there wasn't adequate water to make it an economic basis and using the Act. And the end result is I rechecked it, the **Shimhoe** Valley desert land entry program. And a lot of fiascos raised over that. And we would up in court then in Sacramento. The Solicitor, I can't remember Jim somebody, was backing me. But I went up there and testified for the State of California and on California and Arizona water litigation. The end result is the same information was used and supported the Interior's position when these guys filed an appeal. But we did win the case. And every time I go to southern California and I play golf in February, I think about that cause I drive right through that valley and it's still beautiful and pristine.

JIM: On this scam, were these developers using dummy entry men or whatever trying to.

DALE: Yeah, they were using anything and everything. They tell you. What primarily was water situation, Jim. They come in and said they had all this water developed and rights to the water. Well, they didn't have. Cause we started checking them out so. As I recall, you know, the Act was very broad like a lot of public land laws were. So, what we did, Landstrom, Karl Landstrom then was land examiner as I recall, chief land examiner, Washington, DC. And **Hawkness** who was Associate Director then, I had met him. I was lucky. I met a lot young, a lot of people in high positions when I was really, well within probably the first 2 years of my career. But he came out and we sat down and decided what was needed under that. And Washington

signed off and said this will be the policy. So, then they had to come in with a certified water plan that was approved. Not just by anybody. It had to be an engineer come in and _____ the water plant and tell us where they were going to get the water and so forth. And it really shut that program down in southern California. They had so many applications in Arizona. They were, I don't know. It was being approached a little differently over there. But, it wound up a state supervisor being transferred and a lot of guys being shifted here and there, you know. But ultimately they got that program under control too. A lot of stuff on the river around, what the hell is it? Lake Havasu, south of there. That went to patent ultimately under the Desert Land Act and numerous other acts, exchanges. But the big thrust was desert land, small tract. And it was based on pretty limited use of the criteria that had been developed. I think there were two four in at that point. It was straightened up, you know. Those two things, though, is what triggered the appraisal program in BLM.

CECIL: What is your recollection of. We should have five minutes left on this side. DALE, what is your recollection of what other issues were going on in the Bureau at that time?

DALE: Well, you mean like. Of course, I was involved in timber but lands seemed to be the big program that was coming on because we got a lot of money. We had a congressional investigation because of this. This desert land entry program and others in southern California. And that's when I moved over in to it. I was literally transferred but against my will into the Land Office at that time. Cause they wanted me to go in and set up an information system, which I did.

CECIL: Where was the Land Office?

DALE: That was in Los Angeles.

CECIL: In Los Angeles?

DALE: Yeah and at that time, that was the only official

office down there.

CECIL: And for how long were you a field examiner before you went to the Land Office?

DALE: About 10 months.

CECIL: Less than a year.

DALE: All of this took place, yeah.

CECIL: And then you went to the Los Angeles Land Office in. Remember the time, the date, more or less?

DALE: Well, it had to be in '55.

CECIL: In '55?

DALE: Probably in the, I'd say probably in the fall of '55 or spring of '56. No, it had to be in the late fall of '55 cause I'd gone clear through the summer season and all these other things had happened. Well, I was transferred. **Hawkmeth** came out and talked to me and Earl Thomas was the Associate Director. **Hawkmeth** was in charge of the lands program. And they wanted me to go the Land Office and see if I could organize some kind of system to help the public cause they didn't know where the township or range or where anything was. The tracts were filed by numbers and nobody knew where they were because there wasn't any ranges or type of index for the public to use. The end result is that they gave me 3 weeks to do the job then and I was done in about 4 days. And **Toll** told come in and told them I was leaving and going back to the field and Earl called me and said, DALE, how would like to go into the Lands Office. And I said, no way. I started this whole career in order for resources to be outside. Well, he said, okay but about 4 days later, teletyper came out of Washington, DC, saying I was transferred to the Land Office.

CECIL: Now let's take a little break at here at that and we'll pick up with your career in the Land Office when we get the tape turned over.

CECIL: Before the break, Dale was describing his reassignment to the land office in Los Angeles and so we'll pick up with that, Dale. What was your job in the Land Office?

DALE: Well, as we discussed, I talked to the Associate Director and he asked me to set up an information system or some kind of chart for the public's use. Next thing I knew there was a teletype and it said I was being transferred to Los Angeles Land Office, Information Processor. I think I was probably one of the first information officers in BLM as I look back about, again, 55, 56. And I was given a number of positions. As I recall, there was 5 or 6 to start. And we set up a Public Room that was basically until we got the computer system in, BLM, basically the system we set up in southern California is the one BLM has used up to that point. But, we handled all correspondence, handled all inquiries of any kind, really, that came in. And it took a lot of workload off of the office but then in addition to that, I wrote up a number of special reports for Paul Whitmer because he was my boss then. And the end result is we wound up taking that office from, I think, a number of 16 to 32 and then we went up to 48 before I left there 3 years later.

CECIL: 16, 32, 48 - that's people?

DALE: People.

CECIL: Employees?

DALE: Yeah, we took it up that large and that fast. It's where I learned about politics. I learned how the used politics and I think it helped me my whole career but. Within the office, the people there again were processing according to serial number. We streamlined the whole system, set up a new docket system, we set up the judicative units. Specialized, I

had attorneys broken down so that they were specialized on given cases and things really started to move out quite well.

CECIL: Now, his name was Paul Whitmer?

DALE: Paul Whitmer.

CECIL: He was the Land Officer Manager? You say he was your boss?

DALE: Yeah, he was the Land Officer Manager and his was the father of the Small Tract Act. He's the guy that concedes the Small Tract Act and pushed it through the Congress of the United States. You know, see it come to fruition. The, from that point, I guess within that office, we took over probably a more major role than we should have, being in the Land Office. The Southern Field Group was being built up at the same time. We got about 10 or 12 field people down, hired 10 or 12 field people and they worked for Dick **Sporle** but we pretty well started calling the shots on when, where, and why these cases should be developed. And which I never agreed with but we were able to get away with it. It helped our system downstairs. There was a point I was going to raise about _____. I don't recall right off. Maybe we'll get to it later. But, no, I guess we'll have to go on to the next event. That's the only thing I can think about that. LA Offices. But right after I got in as Information Officer then I was promoted to Assistant Land Office Manager. And that point I had only been with the Bureau about 3 years and next thing I knew, they wanted me to stay as Land Officer Manager was one possibility. And then they put it up on the block and went through the white slave market that BLM used to do. And, hell, Nolan Kyle was appointed as the Land Officer Manager because of his experience in Boise, Idaho, which always intrigued me because I was running a staff at that point of 44 and Nolan was at a staff of 6 or 8. Plus the workload wasn't even close to what we had in Los Angeles. So, he came down and he sat down with me too. And he said after he got there a while, you know, you stay here and I'll get your job raised to a GS-12 and you'd be making as much here as you would somewhere else. And about that time, why, I decided it was no go and was a job in Colorado opened up, Land Office Manager.

And I thought, well it'd be a good point to round out that end of my career. So, I'd rather take on an office of my own and get blamed for my own acts than take on one for somebody else and get blamed anyway. Anyway, so then I transferred to Colorado as the Land Office Manager.

CECIL: About when was that?

DALE: It was in January of 1959. As you know, I always wore short sleeved shirts unless I had a sweater on. That was part of my LA upbringing also. I started wearing short sleeved shirts in southern California and have never gotten away. From this day, I like it. It's more comfortable.

CECIL: Was the Land Office subordinate to the State Office at that time or was it a separate entity?

DALE: That's a good point. In southern California because of the political appointee aspect Paul still looked upon himself as being a separate entity. And he functioned as a separate entity and we had all kinds of problems because of that. But I think that's what. I learned a lot from Paul Whitmer. In fact, all my bosses. I had some real doosiers, I think, in my career. Some of them my own picking but otherwise not. But Paul Whitmer got me involved in the political process. He had a lot of confidence in me and we'd go like Senator **Kickle** come to town after Shepherd retired and others. Paul called me in and said we've got an appointment with the Senator and we go up and we sit down, we brief him on everything that's going on in southern California. He, Paul would buy the dinners and I did the briefing. That's basically what happened. That happened, that took place about every 6 weeks and I found in my own mind or at least I determined in my own mind that these guys are just plain old normal people and should be treated as such. And so we kept them fully briefed on what was going on in southern California. The end result is we got a lot of money in southern California. Instead of everything going in to Portland and Sacramento, funds were earmarked out of Washington out of the committees and these moneys were earmarked for Los Angeles. And that's when we really built up the staff. And we really had a going program. We started processing, well, I can recall the Land Office, they

still hadn't delegated signing of patents, the Districts. And we had to sign all the damn, I can't remember what the document's called now. I signed 4 and 5 hundred of those a day. Maybe that's why I can't read my own writing now. But we were really processing those things out of southern California. Well, when I got to Colorado, I found it kind of interesting too. I contended that I was, wherever I was my authority was as Land Officer Manager, getting back to whether they're independent or not. Of course, the State Supervisors didn't like that kind of, I guess, belief or concept even going around. And Lowell **Pluckett** was the State Supervisor in Colorado. He's the one who hired me to come over from Los Angeles. But anyway, we, I contended that my authority was wherever I was. So, Colorado had small tracts out around Dillon and they had a lot of checkerboarded land pattern in the southeast and southwest that they'd been, the Bureau had been trying to move for some years here. And probably really the only good public sales we had was when I operated under that interpretation of law. I traveled in and out. Met with all the District Managers, and talked with all the field people and told them what the situation was, the law. I told them how we, I thought get the program designed and moving and so we started moving public sales. And I held public sales out in the field as the Land Office Manager. At that point, I contended that my authority was with me not anywhere else. And we transferred a lot of land because what I did too was I had people advertise, send out a notice to all the papers like in Texas and California. We sent to Dallas and a lot of other places. The end result is I developed enough outside bids that I could use, though. I had a bid on almost every tract in southeast Colorado, for example. We held a sale at Trinidad. The ranchers would sit there as they had in the past. As I recall, one session and going through the sale. And you could tell they were a little bit curious because this is the first sale that was held outside of Denver. And they all had to come in here. And I started reading the seal bid. I told them what the ground rules were and the fact that I had a sealed bid for this many bucks on this given parcel. And before we got out of there that night, we sold all but one parcel and we had a hundred and ninety thousand dollars in a briefcase cause we hadn't made arrangements with for the bank. In fact, we put that in a pickup box and locked it, tool box after that sale. But then the people, the ranchers decided that when we put land up for sale in Colorado we were serious. And the end result is we just about disposed of everything in southeast except for those few tracts you're aware

of it seized from inventory from the State.

CECIL: Was that a priority of the Bureau at that time to dispose of lands?

DALE: Yeah, land disposal. The thing that was kind of interesting about some of the priorities and policies of BLM. The field people seemed the classification, you know, like Curly Hall and others. They seemed to think that they should call the priorities really on who's going to be doing what and really the Bureau, per se, didn't have an overall land use policy, I don't think. I wouldn't call it that, see. But the State Supervisor agreed with Curly Hall and the end result is we sold tracts, public sale. And I handled those. And then we had tracts at Dillon and we had those. And there, again, Whitmer thought, boy that's a good deal and, hell, he had a little old, that hillside over there, you know, about 30 small tracts or 40 small tracts. Andy probably talked about it. They thought that was the biggest thing going in Colorado and it was the biggest small tract area. But, it was consuming too much time and money so we started putting that to bed. Going to the auction, you know? If people didn't follow through on their leases, we could put them up on the auction block, sell the damn things off. The end result is we relieved BLM Colorado of the small tracts. The other thing that was ongoing in Colorado at that time was oil shale was hot.

CECIL: Now this was in 1959?

DALE: '59, yeah. I was there '59 to '62. **Tiller** old claims, a lot other claims were being filed. I can't think of the guy's. One of the solicitors was really hot after Washington, DC. But the industry was pushing to get receive patents on oil shale. And, so I sat down in the Solicitor's Office and we went through all the oil shale claims. And we had a slug of them in that office. They had just been sitting there for years. And, we went through that and designed a program and thought _____. And I think it was spring versus summer or something like that back in about 32, 33. BLM processed a number of cases and won. And it had gone all the way to the Supreme Court. It wasn't BLM then, it was Land Office. But, I used that decision and went in and briefed the State Supervisor and he didn't like the idea. He thought we were probably going

to raise too much hell. And I went back and met with the Solicitor again and we just sat there and we discussed pros and cons and where we were going. I went back and briefed, I guess, Curly Hall then was Classification Officer. Roy **Sweet** was in watershed. There was another Roy involved and he was in charge of resources. But anyway.

CECIL: Who was the Solicitor you were working with if I can interrupt here, do you remember?

DALE: No, I can't. They guy's dead now. He's deceased. I can probably. I'll think of it, see. Put in notes later but. Finally, I had my staff go ahead and pull all cases together. And we pulled a hundred and some, maybe 130, 140, oil shale cases together. And had all decisions ready to go. **Puckett** wouldn't sign them. So, I assume. So, I told him if that was the case, I'd sign them as Land Officer Manager and he agreed to that. So I went back and **Iola** Clark who is deceased now. She's one of the best adjudicators BLM ever had in my book. And I stayed that entire weekend. That was Friday night we started and we worked Saturday and Sunday but we got all those damn decisions ready and collated and put together and all the documents, necessary documents, and I signed them and we mailed them out. And if it hadn't been for the Post Office teller it would have never come back to being as you know. Because they contended that we didn't give them proper service. And what had happened is the Post Office didn't serve them personally. And that's why the **Tellertal** claims were still, I guess there still alive now even. Maybe they've gone to patent. But John Savage, we beat him out. But the end result is we cleaned up over a hundred oil shale claims on very valuable property just based on that one decision, the willingness to take the guff, you know, and move out on it. And we did that.

CECIL: Were there other major issues in addition to oil shale that were going on during your tenure as Land Office Manager in Denver?

DALE: No, I think, those are basically the major issues we had. Public sales, oil shale, and the District Offices handled all their grazing, you know. We never got involved in that

period.

CECIL: Did the BLM Director get involved in any of those things? I mean like was it a priority in Washington and?

DALE: As I recall, no.

CECIL: They left it pretty much.

DALE: The priority was in the Solicitor's Office, in the legal group. And I don't believe the Solicitor has, you know, that so called authority. They're legal advisors but I've noticed in my, throughout my career that sometimes when an attorney speaks, other people, professionals or what have you, jump. And the guy's name was Palmer.

CECIL: The Solicitor?

DALE: The Solicitor was Palmer, yeah. And he died of cancer. And not too long after. He was a real good supporter and he supported me politically cause there was a lot of rumbling come out of Colorado at that point. But everything stood and it went clear through the Hearings Office and we were upheld except for those that they came back and contested us later, you know, about service. That was several years later.

CECIL: So how long were you Land Office Manager in Colorado?

DALE: Three years and then moved out of here in 1962.

CECIL: Why did you move out?

DALE: Well, in my mind, I had pretty covered the gamut and a lot of the land offices. That's when I started going traveling back and forth to Washington and got a taste of that. And also decided that I really never worked for money, I worked for probably power if you want to look at it that way. And how you

have impact on public lands and management and the way you do that is change policy. To change policy, you've got to get high enough to do that. And, so then the white slave market came on. I was Acting State Director, yeah State Supervisor still for **Puckett** cause he was in the market. And anyway, Salt Lake City had an opening for Chief, Lands and Minerals. And, of course, they had then gone to the Area Offices during that time. In fact, Wes **Walls** was the Area Administrator here. I don't remember who were then the other two, but they had gone to the Area Office system and so they went to the slave market again, the white slave market.

JIM: I'm going to stop you right there. A lot of people always talk about that market that used to exist. Would you describe it just briefly?

DALE: Yeah. In the slave market, what they did was all the managers, State Supervisors, primarily State Supervisors and Washington staff personnel, Ed **Carroll**, Cal **Bowen**, who was working for Ed then. I got involved and they'd sit down and go over applications or individuals that had been earmarked. And Jim **Birney** did a lot of the earmarking. And he was the Assistant Director for Administration of DC as long as I can remember. In fact, my whole career, that I recall, Jim sat back there and held BLM together I found out later. And we can discuss that when we get back to Washington. The, we put people's names on a board basically, Jim, and he'd be sponsored and whose job was open. And the reason I mention the area, they had, I think, four or five displaced lands and minerals officers out of the States cause they had consolidated. And they eliminated a lot of the Regional jobs and the Regional people were placed in Area Office jobs or in State jobs so there was a lot of guys floating around. And they had that one job open but. I was sponsored, I put in, a knew this slave market was coming up and asked Puckett if he'd sponsor me and he said he would. So, he put me, he sponsored me and I didn't know if that was good, bad, or indifferent. Lowell was a nice person. He was probably one of the nicest people in my whole career that I met, you know. But he didn't have much fight. He worried more about coffee breaks and time more than anything else. But, he sponsored me and then **Hawkmeth** got up and then at that time, Thomas too, and recommended that I have that job. They just, you know, these are the qualifications, these your strengths,

weaknesses or whatever. And the ground rule was you didn't contact any _____. Supervisors couldn't talk to any one of the people til after the market was over and then everybody had the equal opportunity to run to telephones and contact these people. R.D. Nielson called me that day for lunch when I was acting for Puckett. That was the first day of the slave market and that job was one of the first ones we put in the market place. And Bob called me and wanted me to make a decision right now, immediately. And I told him I couldn't so I talked to my wife. And he said if you got to talk to your wife, I don't want you. And I said, well, there's certain criteria that I need too and I said I wouldn't work for anybody that (1) would come forward like that (2) if I do decide to work for you, I want to be able to select all my staff, my people, they're going to work for me. I work for you and we'll get the job done. And he says well are you or aren't you? And I said, well, I'll tell you tomorrow. And he put the heat on and I said, well, if you let me select all my staff and the whole bit, yeah, I'll go to work for you. So, R.D. went back and my name was taken off the market list even though he got hell from his brother, you know. And I became the Lands and Minerals Officer in Utah and then they went on with the other names. In fact, it freed up, I guess, a lot of other items. But, that's basically the way it was done. I sat in on some of the slave markets even after I was in Washington. We didn't have what I call personnel management, you know, the guy's names were slipped on the board and chalk them. _____ Bowen usually did that. We'd say what we knew about the person and sponsor him or whatever, you know.

CECIL: You think there might have been as much personnel management in that as there is in application system now?

DALE: That we have today?

CECIL: Yes.

DALE: Yeah, I think it may have been better. And I'm not saying that because I wound up, you know, I went through more than one but I'm not saying that because I wound up in that particular job. But, you know, it's because the bad part. It was good from the standpoint that the Bureau was a family and

the upper level pretty well know all of us by name or the upcoming guys. It was kind of like Forest Service often, really, see, you know there's supervisors. They earmark a guy. They thought well these guys got these qualifications. We'll follow them and watch them. And I'd say basically that was the type of system being used then. Jim Birney always carried a. I don't know if you've ever seen it. It's a little black book, a loose-leaf book in his back pocket. And it was very thin. And he would carry there. As he traveled, he'd put down different people's names and positions they were in and location. And most everybody that ever went to work for Jim Birney was picked up that way. They may have gone through the slave market but they were also had been earmarked and picked up off the system. Even though they went through all the paperwork later on too. I think that's the way it functioned. But it was pretty effective. I think through that system all the State Directors that I knew that came out about the time I came into the slot had gone through that same type of system. We've all been on the slave market at some point, you know. Lou **Zilas** was picked up out. Of course, Chuck Stoddard probably had lots to do with that too, changing the system.

CECIL: Getting back to you or going to Utah, you went to Utah as the Lands and Minerals Officer.

DALE: Right.

CECIL: And about when was that?

DALE: That'd be '62.

CECIL: Okay.

DALE: And I was given a mandate there. When I went into Utah, I thought R.D., I was working for R.D. And I was working for R.D. He did stand by his commitment because I picked my own recreation man even though he had earmarked him. He said, well I got these candidates. I flew to Spokane and I interviewed Delmar Price and we brought him into Utah as a recreation

specialist. When I went into Utah Karl Landstrom was just been appointed about that time as Director of BLM. And I was given a mandate to clean up **Partoon** Creek which is the bigamist, the offshoot of the Mormon Church living out of the western Cedar City out in the desert. They were out there homesteading really on a five-acre tract. That was a five-acre tract situation basically. That's the way I had cleared it up anyway. Take care of state selections. Utah had more state selections ongoing than any other state in the Bureau. What the hell was the other? Oh, clean up mining claims in Lake Powell. And based on that, R.D. didn't have any problem with the priorities. We only had problems with. Cause he was told the same but in Utah we functioned pretty much that way. Karl pointed his finger at me and he said this is your job and you're responsible. So I assumed that was my job as the classification officer. And then I had the authority to make all these decisions. That's where Bob and I had some difficulties later on cause he liked making all decisions period in his state. But we processed, we shut up the system there and went up and met with the Governor. And talked with the Congressional people in Utah and we started the state indemnity selection program and then while then they got their people working with me, we went out and identified areas where I said okay, you take this area and take everything within the area, we'll transfer the block to you. And we'd transfer 60 or 70 thousand acres then instead of 320 or 160. And the biggest problem we had there was R. D.'s background was stronger in range even though I had the same amount of training. He wanted to hold out to get good grasslands in the western deserts of Utah instead of picking up mineral state and worrying about the minerals and the other values on the public land. And he had a number of these applications filed in the western desert. And he told them we'd take the grass. Well I told him we wouldn't take the grass. And the end result, I finally got Utah to withdraw those. That became an issue with Bob and between Bob and I but at one point he fired me and I went up to see, he called me up to his office and I said okay if that's the way you feel about it and I walked out. I told him what I thought of him and where we were going and that's my job. And went back to my office and about 5 minutes the phone rang and he called me up and he apologized. And he says, DALE, that is your job. I'd rather have you moving out than sitting back. So, we started to work out. We transferred probably more state indemnity selections in those 2 years than has been transferred in the history of Utah, damn near the Bureau. We transferred, I don't know, several thousand

acres. But the question that was there too was that prospectively valuable in USGS. That always came up. Everything was prospectively valuable and it was like USGS, anything is prospectively valuable. That's where you get the reports back. And I finally got everybody to agree policy-wise that if the state would take anything that was prospectively valuable, take the whole, the whole block, like on. We transferred, I don't know, 40 or 50 thousand acres up on the Book Cliff in the state of Utah. That eliminated a hell of a lot of other problem areas. And we picked up some real good land. But I let them have the whole block and that included prospectively valuable for minerals. They did find oil up there later on too.

CECIL: Dale, would you explain one comment used. You say, we picked up some very good land and you spoke earlier about R.D. wanting to pick up grassland and so forth. The Bureau was picking up land in this process?

DALE: Yeah, Bob was, Bob was. He wanted to consolidate as we went along see, so.

CECIL: So, you were

DALE: We were actually conducting state exchanges along the state indemnity selection at the same time.

CECIL: Okay, I see.

DALE: We tried to consolidate all the lands in Utah. At that time, as I recall, Utah had somewhere around 40,000 acres. Very high amount, maybe like 20,000, I mean million, 20 or 24 million acres of in lieu rights, state lands.

JIM: When you were exchanging with the state, were you using Taylor Grazing Act as the vehicle?

DALE: The authority, yeah. Yeah, we were. We did that. We got. That program was really running. In fact it was running so well, I gave all new staff over there outstanding performance rating for working that whole program. And then we, at the same time, we did clear all of Lake Powell and most of them are nuisance claims. I think after we got through with two or three thousand mining claims in that damn thing and we recognized about eight or ten.

CECIL: And that was before the dam had been built?

DALE: This was before the dam was built, yeah.

CECIL: Preparatory for the project?

DALE: Yep. I got Bureau of Reclamation to buy my guys a boat and put in the bottom of Powell and prior to that time they were going up and down those cliffs trying _____, you know, walking, hiking primarily. But we put in a boat there at Halls Crossing and they went up and down the river and we started getting a lot of mining claims out. But, also, the staff was increased too. They gave, at one point, I had about 30 mineral examiners over there. So we were, finished that program basically and I eliminated **Partoon** Creek. I went out there and sat down with the good fathers and told them that we'd be willing cut these down and give them five acres under the Small Tract Act.

JIM: Was it unlawful occupancy of public lands or did they have homestead?

DALE: It was definitely unlawful. We had set up a little town site really, Jim. And so we, I got them all to file applications. Then we processed another Small Tract Act and gave them all five acres or two and a half, whatever. Took care of their little block. And we transferred title to them. For so many bucks. There was a minimal amount. Of course, the land out there, in my opinion, wasn't worth anything anyway at that time. So, that was resolve about the same time that Dr. Shipman

came through. Along with, let's see.

CECIL: Now he's the guy that does the organizational study of the BLM?

DALE: Yeah, Dr. Shipman. BLM was going to reorganize, and this was in '64, spring of '64. He came through and interviewed me because he said my comments on his sheet were unusual and this gets back to the 30 million acres we were getting ready to transfer. BLM is. I contended that a 40-acre tract maybe had more value public-wise than 50 thousand acres of grass or just plain desert somewhere else. And anyway, in my paper, why he'd read that fairly closely and he sat down and interviewed me personally and the next thing I knew all of Chuck Stoddard was out and they took him to a Bureau of Reclamation meeting with me because Bob didn't know what to do with him. He said, take the Director, will you? So, I took the Director with me to the coordination meeting, Reclamation. That was on Lake Powell. And about that time, why, I guess it was about a month later, Shipman had gone back, pulled together some of his rough notes and what have you and made some comments about centralized organizations, so on and so forth and all his alternatives. And **Hawkmeth** went, was it **Hawkmeth**, yeah I think it was Hawk that went from. He was an Associate Director then. And he went from under Stoddard at least for a short time and he went to Seattle and was briefed. And on the way back, why they stopped in Salt Lake City. And R.D., we had developed sort of a good family over there, we decided they'd get the staff together and keep us all sane. That we would, at least the Division Chiefs would meet once a month. Families with wives and kids sometimes or just our wives and have a party, a dinner party, or whatever. And it really developed a good rapport. And so Bob was going to sponsor this one and he got involved too up at his house. So we go up there and I took Ann. And that day, they were short on water, that what you call it? Pool? They were playing volleyball in the swimming pool. Can't remember what they call the game but anyway, they were short one man so **Hawkmeth** said you better get in this, you may as well get in this side, Dale. And I said, no way! And he says you may as well because you're coming to DC. And, so, that's how I found out I was being transferred to Washington.

CECIL: Before we go over that to Washington, Dale. You were the lands mineral officer in Salt Lake. What was the

relationship of that position to the land officer manager?

DALE: Well, Jimmy **Keel** there was the Land Office Manager. We had a very good relationship, but I called all the shots regarding the land use.

CECIL: Organizationally, the lands and minerals officer was the supervisor of the?

DALE: Well, I wouldn't say that. I had more power. I had delegated authority, line authority if you will. That's what I used on Bob. Jimmy had delegated line authority, the Lands Use Manager had line authority too through the way they were set up in the Land Office at that point. And he functioned. I'd say Bob was his supervisor although I commented on all the staff like performance ratings and all that kind of thing. R.D. would pull them all together usually and then I'd critique them all. That included all these people, the supervisors, but me. I didn't get to critique my own. But til later. But no, I'd say we were an independent entity but when it came to land use and all that kind of thing, I called all the shots in the State.

CECIL: You found out you were going to go to Washington. And what would be your job there?

DALE: Well, Dr. Shipman, you know, was conducting a organizational study of BLM and that's when Chuck Stoddard was the Director. And Chuck. This gets back to the white slave market, Jim. He went and asked different people. He just went around and he said I want you, you, and you. And I'm sure he got Jim Birney's brown book cause Jim and Chuck were very close while he was Director of BLM even though he didn't agree all the time. They were still very close. But he transferred at that time when I went in. I went into organization management. That's what he took me in for. And primarily because he wanted some type of organization function, the grass roots of the Bureau. At the same time, **Moose Eyelets** had been brought in from Oregon in resources and he was the Chief of Resources back there. Turcott was brought in over watersheds or what was it? Soil and moisture, I think and watershed primarily out of Montana. There was a number of people brought in. Probably 40 or 50 people in the field all at one time. That was the best

thing that happened to BLM, I think. We, all of us were dislocated. We were all western. We all got together and had some hellacious parties you've ever seen in your life or even heard about. We just had a good time. But everybody functioned together as a group. There was no knife stabbing that I recall at all.

CECIL: Who was your job at this time, Dale?

DALE: Well, I was took back for that one reason and Tom Floyd was the Chief of that Branch. And when I transferred back I was supposedly to take over the job of organization management. And Tom was going to Europe on some sabbatical or what have you and that fell through. He couldn't clear the State Department because of his wife. And the end result is he wound up staying in that job probably another, I guess probably another year and a half, something like that. And then he left BLM and went with the State Department.

CECIL: I think that we won't get into your adventures in the Washington Office today. We're pretty close to tape and it's pretty much time to take a break. So, I think we will leave that as the place to pick up on tape number 2 and for right now, this is the end of tape number 1 of the interview with Dale Andrus on December 20th, 1994.